

DEFENSE LOGISTICS AGENCY

JULY – AUGUST 2014

LOGLINES



DID YOU KNOW?
DLA'S UNIQUE MISSIONS

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from the

DIRECTOR

Navy Vice Adm. Mark Harnitchev, USN
Director, Defense Logistics Agency

You've heard me talk before about the depth and breadth of our agency's missions. When people think about DLA, they tend to think about what we do across nine supply chains, managing 6 million items, providing fuel, food, uniforms, repair parts and more to some of the most challenging locations across the planet. DLA is a logistics powerhouse – truly a global agency with global responsibilities.

What folks might not think about when they think about DLA are the many other missions that our team is tackling each and every day. From the DLA chaplain's management of military ecclesiastical items to DLA Troop Support providing fruits and vegetables to the Department of Agriculture's National School Lunch Program. Our ability to delight the customer across the broad spectrum of logistics support

– from big missions to small – is part of what makes this agency great.

This issue of Loglines takes a look at some of those unique missions that folks might not think of. While some of these missions may seem small, they are every bit as important as the big things we do to support our warfighters. Even the tiniest component can have a significant impact on the ultimate mission. As Benjamin Franklin reminds us in "Poor Richard's Almanac" with the saying, "For want of a nail, the shoe was lost," every mission is important, no matter how small.

Did you know that DLA Energy manages the rocket fuel that government and commercial entities use to get into space? Or that DLA Aviation has a cadre of skilled mechanics refurbishing industrial plant equipment, adding years of valuable service life to some pretty significant pieces of capital equipment? When the president needs his State of the Union address printed, DLA Document Services is there up to the minute he takes the

podium. And I'll bet more than a few of you will be surprised by just how many Defense Department organizations get their human resources support from DLA Human Resources Services.

We do big things, even when we're talking about small segments of our business, because delighting our customers is what we do. Thanks to all of you for all the great work you're doing out there. No matter if your mission is big or small, keep up the great work.



LOGLINES

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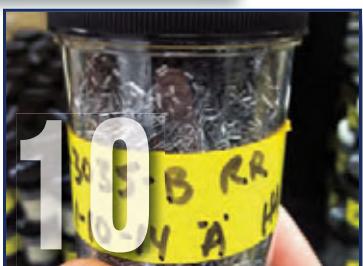
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CONTENTS



DLA on the Web

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DEFENSE LOGISTICS AGENCY

DID YOU KNOW?

DLA'S UNIQUE MISSIONS

From High Tech to McHale's Navy	2
The Miscellaneous Equipment division of DLA Troop Support manages an array of supplies.	
Branching Out	6
DLA Human Resources Services manages personnel needs for several military and federal organizations.	
Maps on Demand	8
New print-on-demand sites ensure warfighters have up-to-date maps and cut down on excess printing.	
Managing Strategic Materials	10
DLA Strategic Materials goes beyond managing the National Defense Stockpile.	
Restore and Modernize	12
A DLA Aviation program helps make old tools new while improving them for the future.	
Schoolhouse Subsistence	14
Many children on school lunch programs get fresh fruits and vegetables from DLA Troop Support.	
Space Fuels: The Next Frontier	16
DLA Energy Aerospace fuels helps take federal and commercial spacecraft to space and beyond.	
The President's Printer	21
When the White House needs something printed, a DLA Document Services facility makes it happen.	

Healthy Base Initiative

A healthy living program that started as a pilot at DLA Headquarters expands throughout the agency's field activities.

Logistics Excellence

Accomplishments from DLA's response to Hurricane Sandy to its work overcoming logistics hurdles in Pakistan lead to the Joint Meritorious Unit Award.

DEPARTMENTS

A Conversation with ...	24
<i>Navy Rear Adm. Ron MacLaren</i>	
LogPoints	26
I am DLA	Back Cover



Sailors bundle cargo nets aboard the Nimitz-class aircraft carrier USS John C. Stennis. DLA Troop Support's Miscellaneous Equipment division provides cargo nets like these to the Navy to transport supplies.

— Photo by Navy Petty Officer 3rd Class Benjamin Crossley

From High Tech to 'McHale's Navy'

Story by Michael Tuttle

Miscellaneous: *adj.*; including many things of different kinds.

When a warfighter requirement doesn't fit nicely into a particular supply program, the Miscellaneous Equipment division at Defense Logistics Agency Troop Support finds a way to support it.

"There's such a diverse population of items managed in the division: rope, plastic for aircraft windows, ... gas can nozzles, high pressure nozzles for aircraft, shooting targets, road-clearing equipment, sound-absorption materials for nuclear subs, ... office supplies, field furniture," said Susan Paul, Miscellaneous Equipment division chief.

Her list goes on, and that diverse product line results in her team having a big impact on its customers.

"Almost every service member is one of our customers," said Mary Jane Angelopoulos, an integrated supply team chief in the division. "Our items reach everyone."

That's not just because nearly everyone in the military has used green parachute cord, which the division also supplies. While DLA Troop Support Construction and Equipment is arguably the field activity's most diverse supply chain, the Miscellaneous Equipment division stands out.

Michael Tuttle is a journalist for DLA Troop Support.



The list goes on ...

The division manages the old sonar paper that some Navy submarines still use, which must be strong enough to withstand the readings burnt into it, Angelopoulos said. It also provides hand-crank telephones and the components for other older but still effective communications systems.

It can be a challenge to acquire those items as they become more obscure, Angelopoulos said.

"It can be an adventure finding vendors who are still willing to make those kinds of products," she said. "They're usually people who have been around the business 50 to 60 years – still keeping a few people employed – and have unique locations."

As for more recent technology, the Miscellaneous Equipment division provides some of the Navy's newest ships with specialty computer keyboards programmed for various operations, including firing a missile with the stroke of a key.

Instead of recording data on sonar

paper, these ships also use DLA-provided software programs for collecting data and controlling engine functions.

"Every time you get a new requirement, you never know what you're going to get," Angelopoulos said. "Some items are high tech; others are 'McHale's Navy,'" she said, referring to the 1960s sitcom set in the Pacific during World War II.

The lifesaving efforts of military working dogs serving in Afghanistan

As for more recent technology, the Miscellaneous Equipment division provides some of the Navy's newest ships with specialty computer keyboards programmed for various operations, including firing a missile with the stroke of a key.

Sailors aboard the guided-missile cruiser USS Monterey conduct a replenishment at sea with the Military Sealift Command fleet replenishment oiler USNS Tippecanoe. DLA Troop Support's Miscellaneous Equipment division provides hoists, slings and cargo nets to the Navy to transport supplies.

and Iraq, especially in the hunt for improvised explosive devices, are well documented. Many of those dogs wore boots managed by the Miscellaneous Equipment division to protect their paws while trekking tough terrain in both countries.

Dog chains, leashes, collars, harnesses and grooming items are among the animal support items provided through the organization. It even outfitted a dog training park with equipment in 2013, Angelopoulos said.

To help meet their obligation to keep the American people and the Army informed, Army public affairs Soldiers use the latest digital imaging equipment to gather and share information from all over the world. DLA's Miscellaneous Equipment team works with the Army Public Affairs

While DLA Troop Construction and Equipment is arguably the field activity's most diverse supply chain, the Miscellaneous Equipment division stands out.

Center to provide still and video camera kits with rugged computers made to withstand harsh conditions.

Service members preparing for a combat deployment often practice battle drills through virtual training, Angelopoulos said. Through Miscellaneous Equipment-managed video simulators, they can patrol an Afghan town with buildings, roads and other structures mapped out while encountering simulated IEDs and ambush attacks.

Such a diverse population of items makes the job difficult for product specialists in the division, Paul said. Products specialists review and update technical data, quality assurance and testing on their respective items.

"They have to be flexible," Paul said. "They really have to be able to learn quickly about different products, and they have to know about the whole product line."

Dean Manning has been a product specialist at DLA Troop Support for 10 years and works primarily with cargo nets and slings for the Miscellaneous Equipment division.

He said he can get a good understanding of an item through researching its specifications and studying drawings, but a lack of hands-on experience with items can be a challenge.

"There are always details about the testing and inspection or how the item operates in its environment that just can't be accounted for when reading technical data," Manning said.

That was the case when the division was procuring ordnance cargo nets for the Navy to carry munitions to and from docked ships. The cargo nets are

Army Sgt. Patrick Wolfe, a broadcast journalist with the 129th Mobile Public Affairs Detachment, captures aerial imagery during a reconnaissance mission in Khowst province, Afghanistan. DLA Troop Support's Miscellaneous Equipment division manages video camera kits used by Army public affairs Soldiers.

essentially seat belts stitched into a grid, Manning said.

Manning spoke to contractors to learn details about the cargo nets' manufacturing, including the need to manually turn the nets in the stitching machine and how the strength of the stitches can be weakened during the process.

He said this helped him understand

why a net passed or failed during testing, enabling him to determine the best product.

"The challenge is to make sure we get the customer the right products," Angelopoulos said. "Whether it's the latest and greatest technology, or items that have been used for decades, ... we're going to find a solution for the customer." ♦



Branching Out

Story by Sara Moore

The Defense Logistics Agency has long been considered a leader in the field of logistics, but to a group of Defense Department agencies, it has also for several years been a bastion of excellence in human resources.

This reputation has come about because of a group of DLA Human Resources personnel specialists who support these agencies from their office in Columbus, Ohio.

The Department of Defense Customers organization of DLA Human Resources Services was created in

response to the 2005 Base Realignment and Closure Commission, said Shelly Leitzel, deputy director of the organization. BRAC 2005 consolidated civilian personnel departments within the military services and the defense agencies and transferred many HR functions from other defense agencies to DLA.

Made up of less than 300 employees, the DoD Customers organization serves about half of the department's "Fourth Estate" agencies, those that are not directly aligned with a military service, Leitzel said.

- Supported agencies include:
- Office of the Secretary of Defense.
 - Defense Advanced Research Projects Agency.
 - Defense Human Resources Activity.
 - Defense Media Activity.
 - Defense Security Service.
 - Department of Defense Education Activity.
 - Defense Commissary Agency.
 - Missile Defense Agency.
 - Defense Threat Reduction Agency.
 - Defense Security Assistance Development Center.
 - Washington Headquarters Services.



Alaska National Guard Soldiers operate the ground-based midcourse defense portion of the Ballistic Missile Defense System at Fort Greely, Alaska. The Missile Defense Agency is one of the Defense Department agencies supported by DLA Human Resources Services.



In total, the organization serves about 47,000 civilian employees. The organization operates much like a business, with its operating funds coming from being reimbursed by customers for services rendered.

"We process all personnel actions, to include employee benefits actions, for all the customers that we service," Leitzel said. "We are also positioned to provide other human resources services, depending on what the customer has requested us to provide to them. For example, some of our customers have requested we provide position classification services or employee relations."

DLA processes human resources transactions from a distance, Leitzel said, but that has never affected the quality of its support. In fact, having an entire staff of human resources specialists at their disposal means the agencies get quality support during the times they need it most, she said.

"We have found over the course of time that our customers have peaks and valleys in their missions," she said. "Luckily, they have those peaks and valleys at different times, so we are able to leverage resources across the organization to help when they hit."

Leitzel noted the example of the Department of Defense Education Activity, which sees increases in

human resources activity at the beginning and end of school years. The DoD Customers organization in DLA is able to shift resources accordingly to support the increased need, whereas if DoDEA was still responsible for its own human resources transactions, its specialists would have to work overtime and sacrifice other duties during that time, she said.

Servicing so many different organizations can sometimes be challenging, said Jill Dixon Cromer, the organization's director. Standardizing support to fit within DLA's negotiated service level agreement requires some work, because each organization has its own unique policies and practices and DLA wants to provide each with the most comprehensive support possible. However, working closely with customers and customizing support to

"Having an entire staff of human resources specialists at their disposal means the agencies get quality support during the times they need it most."

— Shelly Leitzel

Marines grab groceries during a barracks cooking competition at Marine Corps Air Station Miramar, California. The Defense Commissary Agency, which runs all DoD commissaries, is supported by DLA Human Resources Services.

fit their needs keep the human resources services running smoothly, she said.

The DoD Customers organization has been up and running since 2007, and now the support comes across pretty seamlessly, Leitzel said. But in the beginning, the office had to be built from the ground up and talent developed from within. When the office was established after BRAC 2005 implementation, DLA was able to get some experienced employees from surrounding federal agencies. But for the most part, it capitalized on entry-level employees and interns, who were trained and mentored to become the seasoned staff they are today. As new agencies transitioned to DLA support, there was a short transition period while new partnerships were developed, but after a few months, things began operating efficiently, she said.

The DoD Customers organization reached full operating capacity in fiscal 2011, Cromer said. Since then, it has been reaping benefits for its customers. Since reaching full operating capacity, the organization has reduced human resources servicing costs to its customers by more than \$10 million, she said. ♦

Maps on Demand

Story by Sara Moore
Photos courtesy DLA Document Services

When it comes to battlefield maps, changes from one version to another can mean the difference between mission success and failure and, quite literally, life and death.

For years, the Defense Logistics Agency has provided mapping products, technically called geospatial intelligence, to warfighters, always working to provide the latest versions available. Unfortunately, through mass printing contracts, providing the latest versions meant excess inventory building up in warehouses. Now the agency is cutting down that excess inventory and its related costs, using an on-demand capability to provide the most up-to-date mapping products quickly to customers around the world.

DLA Document Services is

operating new print-on-demand sites, fulfilling orders that come through the DLA Aviation Mapping Customer Operations division. DLA Aviation Mapping Customer Operations is responsible for the management of hard-copy geospatial intelligence for the National Geospatial-Intelligence Agency, a mission it acquired in 1998.

"This is a new, exciting service that DLA is providing to another Defense Department component that previously, we had not done very much business with at all," said Mark Rockwell, director of the DLA Document Services office group in Norfolk, Virginia.

Rockwell began working on the print-on-demand initiative for NGA products in December 2012, when the two agencies were looking at ways to reduce costs and improve efficiency for the production and

distribution of mapping products. DLA had previously had success with print-on-demand services for other customers, Rockwell said, and the savings had been significant.

"NGA was spending way more money than they wanted to on this process, and they came to us, because we were already doing their distribution of maps, and we were able to satisfy this requirement to start printing on demand," he said.

The first print-on-demand site was established at DLA Aviation in Richmond, Virginia, as a fully classified-capable facility, and it became functional Jan. 1, Rockwell said. That was a new office, but the rest of the print-on-demand sites – in Norfolk; Pensacola, Florida; San Diego; Pearl Harbor, Hawaii; Yokosuka, Japan; and



Left to right: John Meekins, Bonita Jones, Mark Rockwell, Joyce "Paige" Bailey, and Brian Sklute display a map printed at the DLA Document Services Norfolk print-on-demand site. Rockwell leads DLA Document Services Norfolk and helped establish DLA's print-on-demand capability for geospatial intelligence products, which has dramatically reduced inventory levels and costs while providing improved support to warfighters.

Ramstein, Germany – have been set up in existing DLA Document Services sites. Because the initiative is new, it is hard to measure statistics yet, he said, but he expects to print about 3 million paper maps and digital products this year.

Beyond statistics showing the number of maps printed so far, the numbers showing the reduction in inventory are much more noteworthy, said Kevin Bettis, chief of the DLA Aviation Mapping Customer Operations division. The division manages 98,000 different line items, and one year ago, had an inventory of 121 million items. As of June, that inventory has been reduced to 35 million items and should shrink to about 8 million within the next two years, he said.

"That's a significant reduction," Bettis said. "There's a cost to maintain inventory, there's a cost to dispose of it, and we're getting rid of all those costs. We're actually trying to pinpoint usage to the point where we're giving the customers exactly what they need, nothing more and nothing less."

The key to this significant reduction lies in the use of digital files and large-format printers to print orders as they come in, instead of using a large contractor that uses printing presses. Because of the costs of running a printing press, private printers would require minimum orders of 2,000 copies, Bettis said. So whether NGA needed 100 maps or 2,000, it would often do a full run, leaving large numbers of excess maps. Excess inventory went into a warehouse, where it accumulated dust and maintenance costs.

"With print-on-demand, if Kevin needs one map, we can print him one map and charge him \$6. If he needs 10 maps, we print 10 and charge him \$60," Rockwell said. "So there's a huge savings, and nothing needs to go onto the shelf as inventory."

The very nature of maps lends them to a print-on-demand process rather than bulk ordering, Bettis said, because they are updated constantly and new



Brian Sklute and Bonita Jones, the primary CD/DVD duplication experts in the DLA Document Services Norfolk print-on-demand office, operate MicroTech high-speed DVD duplicators. As part of the agency's print-on-demand initiative, DLA Document Services can produce both unclassified and classified digital products.

versions are released. In the past, obtaining new versions of a chart or map often took several months, making them obsolete almost upon delivery. Now, the average delivery time for an on-demand map is nine days, and that number is high because manual data entry is required in the early stages of the initiative, he said. Once the manual steps in the inventory management systems are eliminated, the timeline will go down from days to hours, he said.

Getting updated maps to customers within days or hours will not only save time and money, but also could save lives on the battlefield, a reality that Rockwell saw illustrated as he helped launch the print-on-demand capability at DLA Aviation. To compare map quality, he asked his employees to pull a map from the existing inventory that showed the same area as a map they had just printed. Laying the two maps side by side on a conference table, he questioned why they did not follow his instructions and give him a map of the same area, because the maps looked so different. Then he realized that the version from the inventory did show the same area, but was printed in 1992 and was missing major geographical elements, like a 10-mile wide reservoir.

"Can you imagine if you're in a Humvee in Afghanistan, going across

the desert with an old map and, all of a sudden, you hit a 10-mile-wide reservoir?" he said. "What are you going to do then?"

Some products will never lend themselves to the print-on-demand process, Bettis acknowledged, like book-sized flight information publications or maps that are ordered in the tens of thousands. Also, DLA Document Services has a "safety net" contract to meet urgent requests for large numbers of maps in a short time, like in the case of a hurricane. However, the majority of maps the agency provides fit into this streamlined process, and the agency can meet customer needs quicker and at less cost, while also bringing in new revenue to the agency.

So far the initiative has led to a 50 percent reduction in warehouse receipts compared to a similar period in 2013, Bettis said.

"In these times, where revenue is getting tight and budgets are being squeezed, this is a good news story of new revenue streams that are being generated for DLA," Bettis said.

"That's very important, but I think the most important thing we're doing is giving the warfighter the absolute best intelligence available at that time. It saves him time, and it also may save lives, and that's the important part." ♦

Managing Strategic Materials

Story by Beth Reece

The Defense Logistics Agency activity created to maintain and manage strategic and critical materials for use during a national emergency is taking a more active role in ensuring the United States can deal with global competition for raw materials.

DLA Strategic Materials ensures the Defense Department has access to resources like titanium and lithium necessary to build military equipment. But as supplies of these items become increasingly scarce and demand grows, the activity's almost 70 employees are placing more emphasis on global-market research, knowing exactly which materials are of interest to defense and essential civilian industries, and providing recommendations to lawmakers on how to mitigate risks.

"Not only do we manage the National Defense Stockpile and conduct all the inspections and testing that go along with it, we're providing information to policymakers in Congress so they can make good, well-informed decisions," said Ronnie Favors, administrator of the activity, which is part of DLA Acquisition.

Formerly known as the Defense National Stockpile Center, DLA

Strategic Materials was created in 1939 to help the nation avoid dependence on foreign sources of supply. By the early 1990s, the activity stored more than 80 commodities at 77 locations around the country. In 1992, Congress declared most of the materials excess and required the majority of them to be sold.

Today, DLA Strategic Materials manages 25 commodities valued at \$1.3 billion. These commodities range



Courtesy Photo

DLA Strategic Materials recently upgraded a portion of beryllium in the National Defense Stockpile from pellet form to powder to support improved metal-processing technologies.

from base metals such as zinc, cobalt and chromium to precious metals such as platinum and iridium. While some of the commodities are still considered excess and awaiting sale, a few remain in demand for military equipment. Beryllium is used to create structural components for aircraft, for example, and germanium is used in fiber optics.

DLA Strategic Materials has come a long way from being what Favors called a "buy and hold" organization. Since 2006, officials have worked to create a new business model that gives the activity more flexibility to meet the Defense Department's material needs.

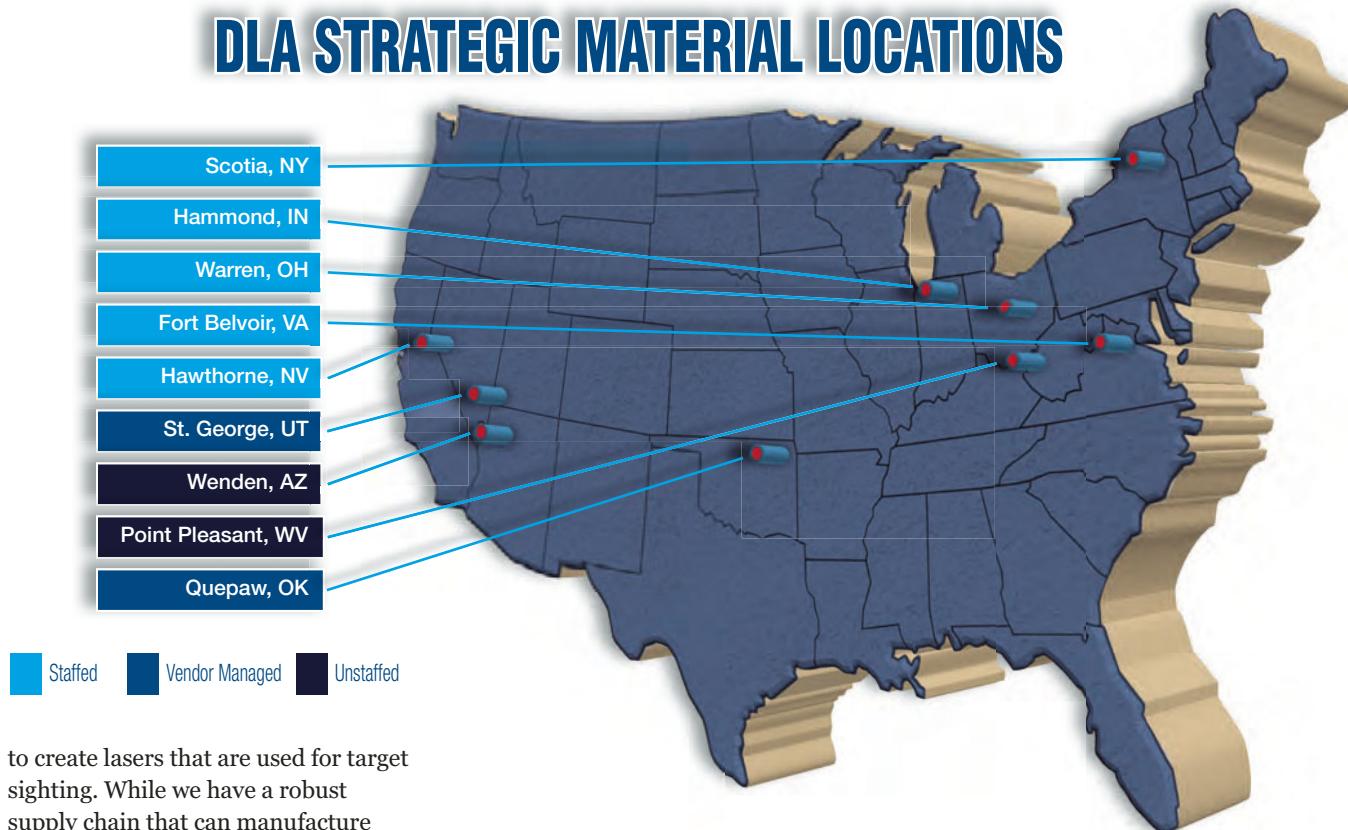
"As the world has changed and countries like China and India have become more industrialized, the need for raw materials has grown," Favors said. "Our mission is still the same – to have materials ready in the event of a national emergency – but now we look to being more responsive."

Favors recently created a new Strategic Planning Directorate made up of scientists, engineers and economists whose job is to study the industrial base and find supply chain vulnerabilities. The staff creates a biennial requirements report for Congress that outlines the current status of various strategic and critical materials and includes recommendations on whether the United States should invest in building inventories of additional materials to mitigate risks to defense applications.

As a result of the directorate's work, Congress authorized the activity to add six new materials to the National Defense Stockpile in the next four to five years. One of them is high-purity yttrium oxide.

"We use yttrium aluminum garnets

DLA STRATEGIC MATERIAL LOCATIONS



to create lasers that are used for target sighting. While we have a robust supply chain that can manufacture these crystals, the preferred source of qualified material is offshore. In the event of a national emergency, we would like to have a supply of that raw material here in the United States," said David Pineault, an economist with the Strategic Planning Directorate.

A growing need for metals critical to military space programs has led to other changes in how DLA Strategic Materials manages materials. A decline in the quality of germanium being used to create space-certified germanium wafers that are used to sustain satellites resulted in increased equipment failure rates, so the activity converted a portion of its germanium stockpile to metal wafer form.

The organization is also partnering with DLA Disposition Services and the Air Force to assume a pilot program in which Air Force officials recover and stockpile strategic materials from scrap materials being disposed of by military and civilian federal agencies.

"The material will be collected at the alloy level, which means it can potentially solve several supply issues at once. These alloys are nickel-based and cobalt-based, but they also have niobium and rhenium. Anytime you can

DLA Strategic Materials has transitioned from storing more than 80 commodities at 77 locations in the 1990s to managing 25 commodities in nine locations.

collect numerous materials at the alloy level from a single source, it's good," Pineault said.

DLA Strategic Materials' primary focus was once on foreign reliance, but today it is more involved in determining whether investment in domestic sources is feasible and finding substitutes for critical materials. In February 2012, the activity began providing incentives to industry and academia for research and development initiatives geared toward increasing domestic mining and refining capabilities of critical materials such as yttrium and titanium, as well as solutions toward conserving and substituting other materials. Among those accepted was a Pennsylvania State University process for mapping the location of mineral deposits within the United States.

The agency is also working with UCORE Rare Metals Inc. to investigate the possibility of mining yttrium from Alaska's deposit-rich Bokan Mountain. Extracting yttrium from ores is an expensive, complicated process that usually generates lots of hazardous

waste, Favors said. He added that U.S. companies continue to search for low-cost methods of extraction that minimize hazardous waste by-products.

While officials believe working with industry and academia can lead to better solutions on managing raw materials for military use, DLA Strategic Materials continues to work closely with the military services to determine new requirements.

"Just today, we got a query from the Missile Defense Agency asking us for an approved supplier of niobium in the United States. ... There's always someone asking us for general information, what's going on in a particular market or who the suppliers are," Pineault said.

Favors said he believes his staff continues to gain credibility from customers, industry and lawmakers.

"We've done a lot to modernize, and we're engaged in the business we want to be in: buying and selling material, providing information to policy makers, and offering solutions that can make a difference," he said. ♦

Restore and Modernize

Story and Photos by Navy Petty Officer 1st Class Daniel Garas

They don't make them like they used to," is a phrase that rings especially true in the industrial tool industry. Large, complex machines can cost from tens of thousands to millions of dollars and are difficult to replace. Tucked away in Mechanicsburg, Pennsylvania, is one of Defense Logistics Agency Aviation's best-kept secrets: a division that breathes new life into older machinery. Known as the Industrial



Plant Equipment Services Division, it serves as the backbone of industrial equipment repair for the military.

"Our mission is to rebuild and supply the uniformed services with the machinery they need to build replacement parts for the warfighter," Rodney Zullinger, plant manager, said. "We also have the capability of building just about any part you need built."

The division's 240,000-square-foot manufacturing facility is the only Department of Defense repair and rebuild facility in the nation and can repair machinery of all sizes, completely in house.

The facility is part of DLA Aviation, but it supports all of DLA and other DoD and government agencies, as well.

"We do the rebuilding, while DLA Aviation in Richmond, Virginia, does the procurement," Zullinger said. "It's a good marriage between us, where we act as a one-stop shop."

Zullinger said the Industrial Plant Equipment Services Division routinely performs turn-key operations, meaning

Ben Hay, a DLA quality assurance specialist at the Industrial Plant Equipment Services Division, scrapes a precision parallel in preparation for grinding. Refurbishing equipment reduces cost, and extends the equipment's life cycle.

employees can remove equipment from any location, completely refurbish it, modernize it, calibrate it and reinstall it.

Refurbishing equipment not only saves costs, but time as well. Brand-new equipment can spend weeks undergoing modification to meet government standards, according to an information pamphlet on the division. In addition, tools manufactured between the 1940s and 1970s were constructed of durable materials.

"Sometimes you just can't replace that 50-year-old machine," Zullinger said. "The structures are usually stronger than anything built today."

The division refurbishes equipment to "like-new" condition while meeting customer standards, according to the pamphlet. The team can also modernize equipment with the latest technology at 40-80 percent of the cost of a replacement, according to the pamphlet.

Ray Hicks, a general foreman, said that the Industrial Plant Equipment Services Division performs a thorough remanufacture, retrofit and repair process to ensure the highest level of quality possible.

"We bring the machines in, perform an estimate, and tear them down," Hicks said. "After that, we write up a defective parts list, and then we start the rebuild process from scratch."

Brad Rice, the chief of production control, said refurbishment is just one part of what makes the division such an



important asset. The other is the ability to perform repairs for customers.

Rice used the Navy as an example, pointing out that naval vessels have machine shops on board in order to give them greater independence while at sea. DLA employees will perform repairs to their equipment to help them stay up and running in port.

"We're not rebuilding their equipment, but we're getting them up and running," Rice said.

The ability to cater to the largest and most complicated machines in the industry also allows the Industrial Plant Equipment Services Division the ability to custom manufacture parts, like the 50,000 brackets they made for the Army to hold electronics inside of vehicles, various cables for that equipment, and the gear needed to test them.

Hicks added that IPESD team members' expertise and capabilities make their mission international, supporting not only the U.S., but its allies as well.

"We also perform foreign military

sales to our allies," Hicks said. "We have had customers in Jordan, Egypt, Tunisia, and more recently in Afghanistan and Saudi Arabia."

Wherever the U.S. armed forces go, Industrial Plant Equipment Services Division team members are behind them, ready to provide any needed support. The organization has sent workers around the world to support the U.S. military at forward-deployed locations such as Kuwait, Saudi Arabia and Afghanistan, Zullinger said.

"If there are U.S. troops there, chances are, we've been there too," he said. "What we do is in direct support for that warfighter."

Refurbished machines that do not have an immediate request are stored on site, ensuring a ready supply for future customers.

"If someone needs one, they can get it from us," Hicks said. "It's cheaper than buying a new product, and generally, we can get it out to the customer faster."

Services like these help build long-term relationships with customers.

Employees work at the Industrial Plant Equipment Services Division to refurbish a piece of industrial equipment for a customer. IPESD's refurbishment process includes a complete rebuild, quality inspection of each component and installation of state-of-the-art electronics.

Zullinger recalled his first work trip to Red River Army Depot in Texas, where after being mistaken for a contractor who couldn't get a different machine fixed, he was summoned to the depot commander's office.

"I got chewed out like you wouldn't believe," he said with a chuckle. "He was furious that the machine couldn't be fixed and thought that I was yet another contractor sent out to try and fix it."

Zullinger said he fixed the machine he came to repair and also demonstrated the extra measure that IPESD employees are known for.

"I repaired not only the machine I was originally sent to fix, but the contractor's machine as well," Zullinger said. "I tell you what, after that, we made a friend for life out of that commander." ♦



Schoolhouse Subsistence

Story by Bill Addison

More and more American students are getting fresh fruit and vegetables from Defense Logistics Agency Troop Support through a Department of Agriculture program that provides low-cost or free lunches to schoolchildren nationwide.

Typically known for its role in providing food support to the nation's military around the world, DLA Troop

Bill Addison is a journalist for DLA Troop Support Public Affairs.

Support's subsistence supply chain is able to use its buying power and contract management experience to assist other federal agencies like the USDA, said Patricia Scott, acting garrison feeding customer operations chief for DLA Troop Support Subsistence. The Department of Defense Fresh Fruit and Vegetable program allows schools participating in USDA's National School Lunch Program to purchase those products through DLA.

"In many ways, this mirrors what we're doing for the military, because we're delivering produce to their dining facilities," she said. "We have the mechanisms and processes in place to provide that service to whoever calls us on the phone."

Pennsylvania recently joined 46 other states and a number of U.S. territories that participate in the program. Scott said that state officials wanted to expand the program slowly, initially allotting \$74,000 of USDA funds for just the



A Few Facts about the Department of Defense

FRESH FRUIT AND VEGETABLE PROGRAM



47 states and several U.S. territories participate in the DoD Fresh Fruit and Vegetable program.

\$40 MILLION

The program increased allotments from \$97M to \$137M from 2011 to 2014.



More than 8,000 schools in the DoD Fresh Fruit and Vegetable program buy from DLA.



DLA sells more produce to schools than it does to the military services.

northeast region of the state.

More than 50 schools from 11 Pennsylvania school districts began participating in the DoD Fresh Fruit and Vegetable program in mid-March, Scott said. Two months into the program, 117 schools in 11 more districts were identified to participate in the program, and Pennsylvania expanded its initial allotment to \$131,600.

Pennsylvania's rapid expansion reflects the program's popularity on the national level, Scott said. The program has increased in allotments from \$97 million to \$137 million from 2011 to 2014. The states involved have already indicated an increase to \$149 million for the 2015 school year.

More than 8,000 schools participating in the USDA program buy from DLA. That growth is largely due to word of mouth, said Janine Samoni, DLA Troop Support Subsistence market fresh division chief.

"The schools are talking to each other about the level of service we provide," she said. "They're recommending us to the other schools."

Inside the continental U.S., DLA sells more produce to schools than to the military, Scott said. She attributes the program's growth to the value and

consistency DLA contracts provide.

"The background of the program is to have good quality produce on a timely basis," she said. "These long-term contracts have proven they provide the support the customer is looking for."

DLA does more for schools than just purchase produce, Samoni said. The program is a total customer support package, including price surveys, quality assurance audits and contract management.

"I think it's the level of service provided by our vendors, the quality of the product, and the dedication they show to the customer," she said.

She said many schools previously received produce from centrally located warehouses, which could only provide products with long shelf lives, like onions and potatoes. DLA's vendors can provide a wide variety of items, many of them locally grown.

"More and more customers are looking for locally grown produce," Samoni said. "We encourage our vendors to buy as much local produce as possible, and we track that."

Scott said that on average, locally grown produce accounts for about 20 percent of total produce shipments per month.

Another reason for the program's success is the customer service the DLA Troop Support Subsistence team provides, said Jane McAvoy, acting chief for the supply chain's northeast produce region. Supporting schools in and around Philadelphia, where DLA Troop Support is headquartered, adds to that relationship.

"I think what's working well, specifically with the Pennsylvania schools, is that we're neighbors," she said.

McAvoy said the majority of customer issues she's dealt with have been typical for new customers: ordering system access, forgotten passwords, or trouble finding specific items. She said the solution is often as simple as placing the first order for a customer.

"They want that order next week, so I'll make sure they get it in one way or another," she said.

McAvoy said she believes some new school customers are intimidated by the idea of calling a DoD agency for their produce, but that concern is often eased once a customer is able to speak with a support specialist.

"This is a national program with a personal touch," she said. "It's just Jane. I'm your neighbor, and I'm here to help." ♦

SPACE FUELS

THE NEXT FRONTIER

Story by Amanda Neumann

Although the Defense Logistics Agency spends billions of dollars on fuel to support the military's land, sea and air missions, many don't know the agency also procures fuel that takes technology literally out of this world.

The DLA Energy Aerospace Energy office provides Defense Department and other federal government customers, as well as commercial and academic space-related customers, with logistics support for aerospace fuels, chemicals, gases, cryogenic liquids and propellants. This includes fuels and chemicals that customers need to not only propel objects to space, but also to help objects maneuver in orbit, said Doug Smith, chief of the Aerospace Energy Supplier Operations division in DLA Energy.

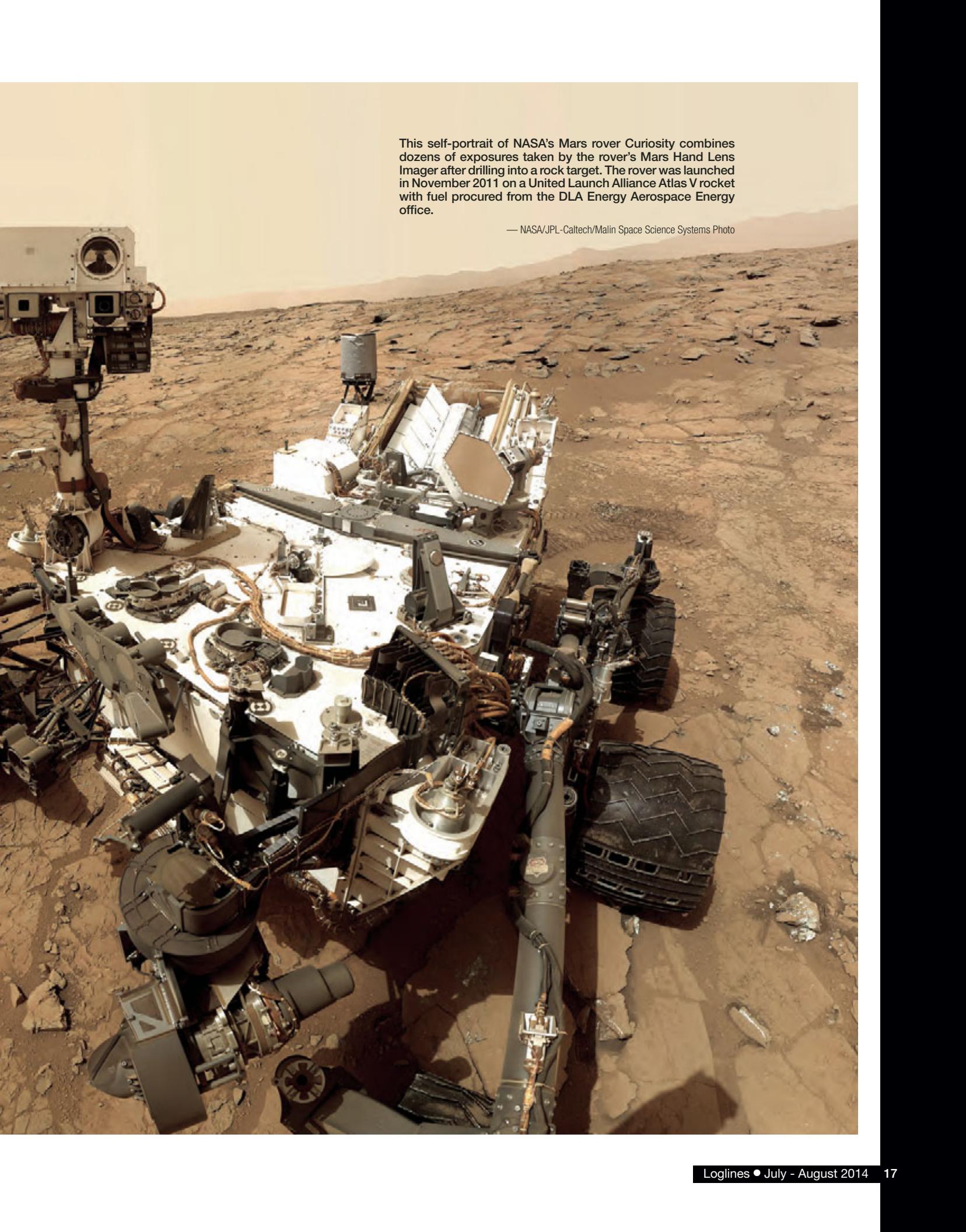
"We provide fuel products for any mission that the National



DLA Energy transportation specialists Linda Minazzi and Charolet Jones visit a filling station for a supplier of JP10, a high-density propellant. The DLA Energy Aerospace Energy office provides logistics support for 29 types of aerospace products, each with a specific purpose, for its customers.

— Photo by Andy Avila





This self-portrait of NASA's Mars rover Curiosity combines dozens of exposures taken by the rover's Mars Hand Lens Imager after drilling into a rock target. The rover was launched in November 2011 on a United Launch Alliance Atlas V rocket with fuel procured from the DLA Energy Aerospace Energy office.

— NASA/JPL-Caltech/Malin Space Science Systems Photo



A United Launch Alliance Atlas V rocket is moved to the launch pad in preparation for a launch rehearsal at Cape Canaveral Air Force Station, Florida. During the rehearsal, the rocket was fully loaded with propellants including liquid hydrogen, liquid oxygen and RP-1 fuel procured through the DLA Energy Aerospace Energy office.

Reconnaissance Office, the Air Force, NASA and others launch," he said.

"Although [DLA] doesn't produce [the fuels], we buy them from suppliers who manufacture the product. We then provide government contracts that position the fuel at the time that it's needed. Our customer division provides the logistics, and in some cases even the transportation, to get it to customers on time."

DLA Energy assumed the aerospace fuels program from the Air Force in 2001. Since then, the U.S.'s need for technology has created an enormous demand for satellite launches, said Ken Grams, chief of the Aerospace Energy Customer Operations division in DLA Energy.

"Right now, commercial space launch is huge, especially for satellites that are going up with new technology like GPS, telecommunications, television and weather," he said. "It's up to us to handle the logistics of getting the propellants and pressurizing agents to the launch site so our customers can concentrate on other issues for ensuring a successful launch."

Out of the more than 480 customer organizations the office supports, its largest customer, the Air Force, has two commercial rockets that launch U.S. military satellites, United Launch Alliance's Delta IV and Atlas V rockets, said Charlene Smoot, a customer account specialist in the DLA Energy Aerospace Energy business unit in San Antonio.

"They're both rockets used primarily for military and government satellite launches and also to launch NASA's interspace vehicles, things that go to the moon or Mars," she said. "We support both of them, and in addition, we are also authorized to support commercial rockets, which makes us rather unusual."

DLA Energy supports procurement of 29 types of aerospace products, including compressed gases, propellants and non-propellant cryogens, and each product has a specific purpose, Smoot said.

"You learn a lot about the periodic table working here," she said. "Certain products, like propellants, are used a lot in satellites to help them stay in orbit. Rockets also use propellants, but in different stages, so they burn multiple fuels. Other products, like xenon, are best used for interspace propulsion when there's no gravity. Then you have the ground-support pressurants we provide. Those are gasses that are used at the launch pad to push the fuels and oxidizers into the rockets, to clean and purge lines, and to cool."

One group of propellants, called hypergolic propellants, is commonly used for rocket boosters, engines and space vehicles due to these substances' ability to spontaneously ignite upon contact, Smoot said.

"When two of these fuels are sprayed next to each other, they mix and create a flame, which then creates thrust," she said. "So you can have a fire without an ignition source."

Cryogenic liquid propellants must be stored at extremely low temperatures to stay in liquid form. In some rocket engines, liquid oxygen and liquid hydrogen are combined for use in main boosts and liftoff for rockets, Smoot said.

DLA Energy team members Andy Avila, Gene Ramirez and Janie Gallegos inspect DLA-owned containers at a hydrazine production facility in Lake Charles, Louisiana. In addition to procuring aerospace products for customers, the DLA Energy Aerospace Energy office is also responsible for tracking containers the agency owns.

"When you go into space, you need to take oxygen with you in order for some fuels to burn," she said. "Liquid oxygen is often used because it creates a faster, hotter burn, which then creates a better thrust to get a rocket off the Earth."

Since all aerospace energy products are considered hazardous materials,

safety is always a top priority. Due to this, most inventory isn't held at DLA Energy facilities until right before a launch, said Andy Avila, chief of the Customer Relationship Branch in DLA Energy Aerospace Energy.

"We don't hold inventory just to hold inventory," he said. "Once DLA contracting gives us a copy of the signed contract, we know who the customer is, what the requirements are going to be, and where the delivery and pickup points are going to be. And we coordinate around that. For us, getting ahead of the customer's requirements is always a challenge."

Once the requirements are in place and a launch is near, Avila's team coordinates secure transportation to a customer's drop-off site using a team of DLA hazardous material transportation specialists.

"We make all the arrangements to have the product and the containers that hold it moved," he said. "Whether it's in a tanker, a van load, a flatbed or via specialized equipment, we make sure everything, including the Army's Military Surface Deployment and Distribution Command regulations, are followed, and we leave nothing to guesswork. It's all very precise and pre-planned. It has to be. We have something moving around every day all over the world."

The team also keeps track of the containers that DLA owns.

"For products like helium, we also own the containers," he said. "So even when they're offloaded, they're DLA property. We have in excess of 10 different types of containers that we manage and account for, and we have a fleet of [DLA-owned] tube trailers, cylinders, etc., which deliver compressed gases, fuels and the bulk [propellants]."

Space launches are a risky proposition, so before any aerospace energy product leaves a DLA Energy facility, it's thoroughly tested to ensure quality control and assurance, Smoot said.

"When you're doing a big launch, you don't want to introduce risk, so another thing we do is manage the quality of the fuels that we deliver," she said. "Every container loaded with fuel is tested. And often times, our

"It's up to us to handle the logistics of getting the propellants and pressurizing agents to the launch site so our customers can concentrate on other issues for ensuring a successful launch."

— Ken Grams

he said. "Once DLA contracting gives us a copy of the signed contract, we know who the customer is, what the requirements are going to be, and where the delivery and pickup points are going to be. And we coordinate around that. For us, getting ahead of the customer's requirements is always a challenge."

Once the requirements are in place and a launch is near, Avila's team coordinates secure transportation to a customer's drop-off site using a team of DLA hazardous material transportation specialists.



Photo courtesy of Andy Avila



Soldiers input coordinates into a Defense Advanced GPS Receiver during a land-navigation course. With the rising demand for new satellite technology for GPS, telecommunications, television and weather, commercial space launch companies have started procuring their aerospace products from the DLA Energy Aerospace Energy office.

customers, especially our commercial customers, will test it again before they load it. And at all of our 16 [defense fuel support points], it's tested regularly, because you absolutely have to get it right the first time. Making sure that the product is on spec, not contaminated, and it's the right grade and the right amount is a huge thing for us and our customers."

In addition to providing small quantities of aerospace energy products for customer's research and development use, the DLA Energy Aerospace Energy office also tries to work with customers during the development of aerospace products and technology, Avila said.

"We try to get involved as early as possible in the research and development process," he said. "When they're developing the engine, it's at the same time that they're developing the fuel for

that engine. Once they have a project, we work with the customer to make sure that we get the exact blend of whatever product they're going to need. We go out, put it on contract and get a producer to specifically produce that blend. Once that blend is tested as a viable option for the space launch industry, we can develop it into a bulk-type requirement, so by the time [a customer] needs it, we have it."

With both DLA and its customers looking at cheaper ways to get into space, partnering during the research and development phase is essential, Smoot said.

"It's a very delicate dance to develop something new that's better and then find someone that will actually use it," she said. "Since we don't develop the fuel, we often work with the DoD and NASA researchers in the field. Lately, we've been working with the Air Force Research Laboratory and NASA for a new grade of [rocket fuel]. Now we have a new grade of that, and we're looking at some potential newer grades that will give even better boost and better performance. So we really have to stay

on top of who's launching what."

With \$64.5 million in total sales for fiscal 2013, the office is looking to cut costs by adjusting acquisition strategies and working to align its processes more closely with industry, Avila said.

"We're always cognizant of taxpayer dollars, because there's a budget crunch overall," he said. "So we try to be as efficient and effective as we can be and at the same time still meet customer requirements."

Commercially run space exploration capsules are on the horizon with companies like SpaceX and the Orbital Sciences Corporation. When they become reality, DLA Energy Aerospace Energy will work closely with industry to support those missions too, Avila said.

"A lot that we do relies on the space industry," he said. "What direction are they going in? What else needs to go up in space? In the future, we may go from liquids to gels; we may go from gels to solids. Which one is going to get [people] to Mars? I don't know. But whatever it is, we're going to be along right next to industry to get them there." ♦

The President's Printer

Story and Photos by
Navy Petty Officer 1st Class Daniel Garas

A loud humming noise emits from a single room below the White House complex. Inside, two men run back and forth between industrial-sized printers. The golden-yellow card stock paper exiting the machine bears an intricate blue trim with a large, presidential seal. The first line of the document reads, "By order of the President of the United States of America."

"That's how it is down here," David Canada, a printing technician at

Defense Logistics Agency Document Services' White House production facility, said. "Sometimes it's hours of quiet, punctuated by a rush of activity."

As the paper piles up, Canada grabs one and inspects it closely for any sign of imperfection. The 36-year veteran knows how a presidential proclamation should look.

"We're in a place where there's no margin for error," Canada said. "We don't accept mistakes down here."

Louis Rager, the central manager

for the White House production facility and Canada's boss, also examines the document.

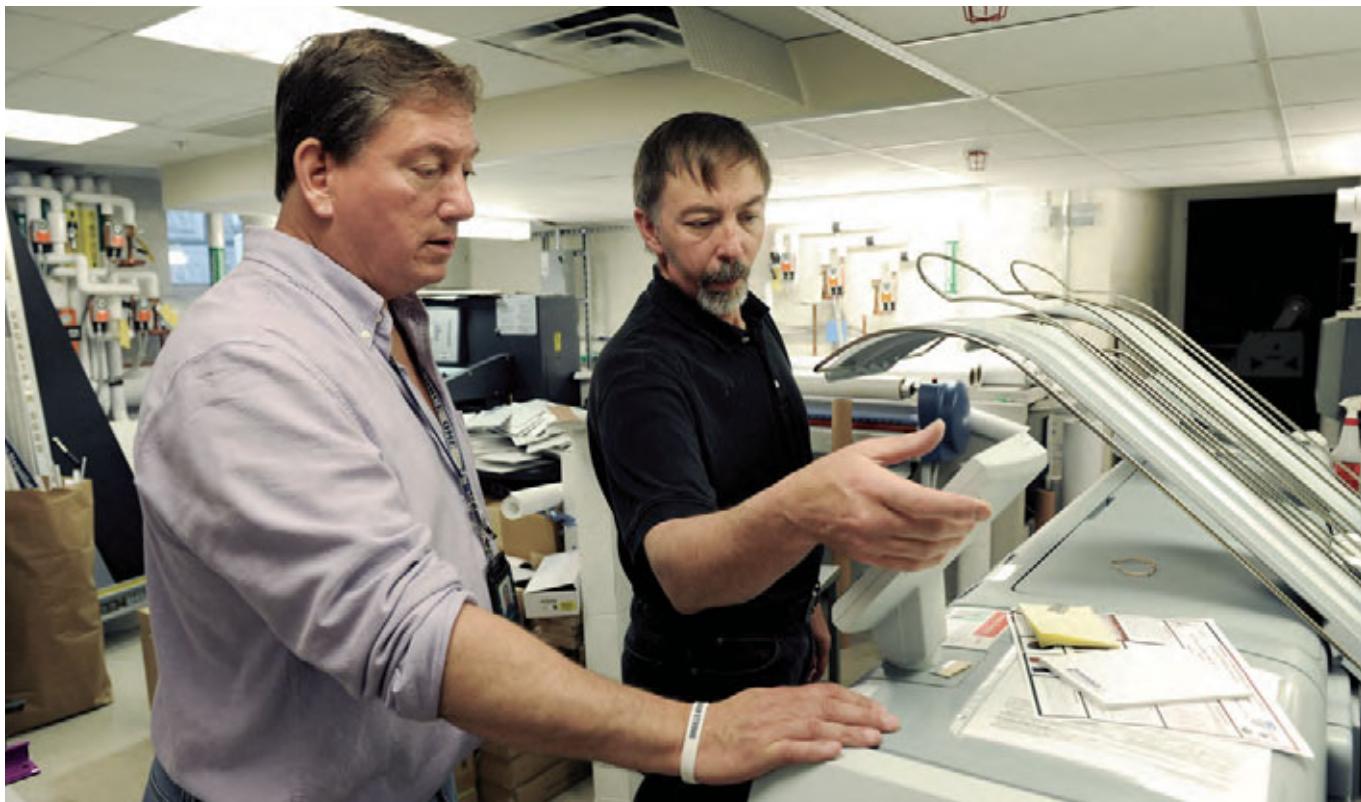
"It's all about attention to detail," he said. "We're the last filter before it goes out."

Canada and Rager are DLA Document Service employees who are part of a unique organization known as the "President's Printer."

"DLA Document Services' mission is to provide printing and document services to Department of Defense



David Canada, of the DLA Document Services White House production facility, inspects a proclamation from President Barack Obama. The facility's staff strives to maintain high standards of quality while representing the president and the White House.



customers,” said Glen Dixon, director of the DLA Document Services Washington office group. “But the White House production facility in Washington, D.C., has the unique job of providing services specifically to the president of the United States.”

DLA Document Services has long provided high-quality documents for the Defense Department at more than 180 locations throughout the world, but in 1979, President Jimmy Carter signed a proclamation establishing a dedicated printing facility for the White House.

“Prior to us becoming the President’s Printer, we were actually managed by Navy Publishing and Printing Services,” Dixon said. “The job required long-term service and a high level of skill. Rather than use temporary military personnel, they assigned it to us.”

The specialized mission puts the White House production facility in a unique position.

Blue ink pellets are housed inside the hopper of a wide-format printer at the DLA Document Services White House production facility. The printer allows the facility’s staff to print a variety of products to support the White House and its mission.

David Canada (left) and Louis Rager, with the DLA Document Services White House production facility, use a printer to produce documents at their lab. The printers produce everything from presidential proclamations to the official State of the Union address.

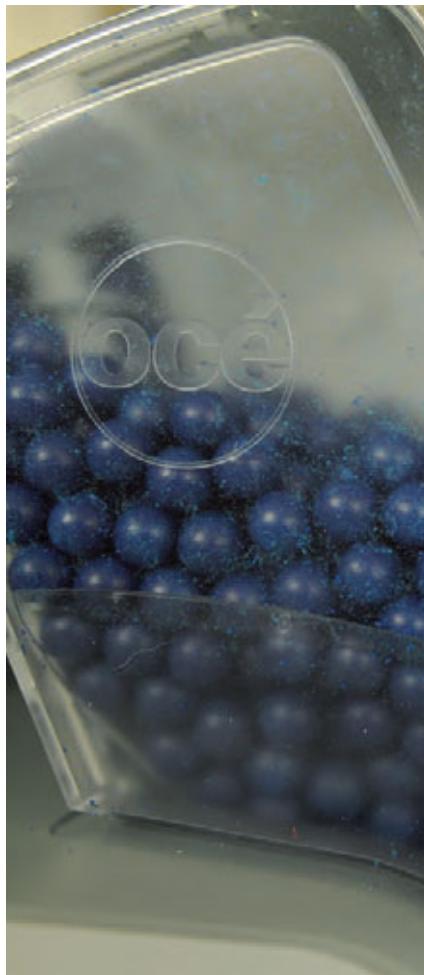
“We’re the only presence of DLA ... in the White House,” Dixon said. “It gives us a special honor that we’re representing DLA at those levels.”

The White House production facility prints everything from presidential travel itineraries, State of the Union addresses and budget reports to formal invitations and programs for ceremonies.

“We do our very best to ensure that the work is as perfect as we can possibly make it,” Rager said. “If someone sends us something to print and something isn’t right, we let them know this is not up to the standards of the White House.”

Copies of these documents may be given to the most senior officials, including heads of state, so the work must be error-free. Because of this, the production facility works closely with White House officials to produce the best products possible.

Grace McClary, the production manager with DLA Document Services Office Group, Washington, said these



"We're the only presence of DLA ... in the White House. It gives us a special honor that we're representing DLA at those levels."

— Glenn Dixon

meetings are essential to ensure that mistakes are fixed beforehand.

"We meet regularly to find out what the White House needs," McClary said. "We communicate closely with them so we're all on the same page."

Rager said the close communication adds an extra layer of quality control.

"Once, when an employee was setting up the printing for another press, he found the wrong year on the plate," he said. "This could have been a massive headache, but he brought it to the attention of the graphics department and it was corrected within a half an hour."

The job also entails tasks other than printing, Canada said.

"We're more than just printers, you know," he said. "We're consultants, customer service representatives, quality control; we're whatever we need to be to ensure the job gets done properly."

Rager said serving the president means being available day or night.

"It doesn't matter what hour that phone rings, I'm still expected to come in," he said. "We never close."

Rager carries a special White House cell phone and is considered essential personnel, a unique position within DLA Document Services.

When a snowstorm shut down the capital for a week, Rager was put up in a hotel by the White House to ensure that a specific report was still printed.

"The government may shut down," he said, "but the White House doesn't."

The employees of the President's Printer are no strangers to long hours, especially when they produce their most visible document: the president's annual

Louis Rager (left) and David Canada, of the DLA Document Services White House production facility, pose at their lab. The facility's employees produce everything from presidential proclamations to the official State of the Union address.

State of the Union address.

"When we print the State of the Union Address, it's an all-night thing for us," McClary said.

"We have it printed off and then delivered to Congress just prior to the president's address," Rager said. "Sometimes they're still writing the speech up until the last minute."

Canada pointed out that despite the extra effort, seeing the president giving the same speech he printed just hours before is especially rewarding.

"Sometimes, if you're lucky, you get home in time to catch the end of it on TV," he said. "It's really impressive knowing you helped make something that's going to be heard around the world."

While the demands of the job are great, Dixon said, the rewards are greater.

"It was a pretty proud moment when I was able to tell my family that I'm the director for the print shops in the Washington, D.C., area, including the executive office," Dixon said. "That isn't something that anyone can claim."

Rager also agreed working at the White House printing facility was a unique position.

"I've not only met the president, but I can also say that I'm one of his official printers," he said. "I still can't believe they actually let me work here. I never thought I would end up doing something like this."

Back in their office, Canada and Rager finish packing documents for a ceremony and load them onto a dolly for transport.

"You work here for so long, and the job becomes second nature," Canada said. "It's still just as exciting after all these years." ♦



A Conversation with...

Navy Rear Adm. Ron MacLaren

The director of the DLA Joint Reserve Force discusses the roles reservists play in the agency and the value they add to its operations.

As the director of the DLA Joint Reserve Force, you're responsible for about 750 military personnel spread across the agency. Why does the agency need military reservists?

The key thing to remember is that DLA is a large organization and our reservists are present throughout the DLA enterprise. The reserve component is designed to be a ready operational force in the event of natural disaster or times of crises. DLA reservists have performed roughly

1,500 operational tours in support of the global war on terrorism. Reserve-component members also performed work in the wake of Hurricane Sandy. In addition, the typical reservist in DLA offers somewhere around 38 days a year of support to the field activities' missions, known as contributory support. As an example, at the DLA Disposition Services office at Fort Meade, Maryland, our reservists work side by side with civilians to help demilitarize equipment. Reservists also frequently pull watch in the Joint Logistics Operations Center at

DLA Headquarters. By maintaining a trained and ready reserve force, DLA is able to call on its citizen warriors to both augment and perform primary missions in support of warfighters anywhere in the world.

What do reservists bring to their time in uniform that their active-duty counterparts may not?

In contrast to their active-duty counterparts, reserve service members live and breathe their technical skills without completing additional duties. Our reserve troops collectively have a wide variety of skills that they have developed and continuously utilize and hone within their civilian employment. Their civilian-employment-enhanced skills have proven indispensable during their time in uniform. It is not unusual to see enlisted reservists with bachelor's or graduate degrees. Their experience and education generally allow our enlisted reservists to bring greater capability to the agency.

What are some of the crucial roles that DLA wouldn't be able to do without reservists?

Our reservists can serve in any role that their active counterparts do. From fuels, to DLA Troop



Navy Rear Adm. Ron MacLaren, director of the DLA Joint Reserve Force and the Joint Contingency Acquisition Support Office.

Support, DLA Distribution, planning, DLA Disposition Services, DLA Headquarters and the Joint Contingency Acquisition Support Office, our Joint Reserve Force fully supports the DLA enterprise. Presently, one of the most crucial and reserve-centric missions is expeditionary disposal remediation, a DLA-led function of the drawdown in Afghanistan and previously Iraq. Over the past year alone, approximately 150 reservists have received and disposed of more than 750 million pounds of material. Although we now have contractors doing much of the actual hands-on labor, our reservists provided the first, quickest proportion of the mission and continue to manage, oversee and hands-on perform the massive drawdown in the U.S. Central Command area of responsibility.

How many days a year does the average DLA reservist spend on active duty?

The amount of days an average DLA reservist spends on active duty varies depending on the service and also the personal circumstances of the individual reservist. Reservists can spend two weeks or more on active duty based on these parameters. Reservists play an integral role at DLA. The men and women of the Joint Reserve Force have performed nearly 1,500 tours of duty since 9/11. DLA reservists are responsible for providing 7,700 days of annual training each year to the enterprise. DLA currently has 130 reservists mobilized performing six months to a year of contributory support.

What are some of the challenges that members of the DLA Joint Reserve Force face?

The main challenge to reservists, no matter what service they represent, is balancing their military and civilian life. Also, the DLA Joint Reserve Force

supports the DLA mission worldwide, which can bring geographic challenges to any reserve career. Reservists can feel distant from the active-duty community, and in the case of a joint enterprise such as DLA, they may also feel a bit of isolation from their service, as well. Many times reservists will live and work in an area geographically distant from their home military units.

There is also a huge time commitment and dedication required to be a reservist. During a mobilization, the challenges even extend to the reservists' family members, who not only have to deal with the absence of their service member, but must deal with things that are accepted by most active-duty families as "normal": navigating the military medical system, understanding benefits, and just separation from a support network. Families also may have to deal with a sudden change in income that comes with the mobilization of a reservist. When they return home, reservists may also feel disconnected from post-deployment support, especially if they live in an area far from their home unit.

As a reservist yourself, how have your experiences in and out of uniform enhanced each other?

Throughout my career, there has been a symbiotic relationship between what I did as a civilian and what I was doing as a reservist. For example, in the early days of my career, private industry was way ahead of the military with mobile information technology capabilities. My civilian job provided me with a laptop and training. I brought that skill set to my military side and in a way helped to accelerate my military office in obtaining the latest technology to make us more effective and efficient. As I got more senior in my civilian career, as a hospital CEO, having the ability to perform strategic planning and understanding organizational structure are skills that translate over as we look to what

the reserve structure should be when operations in Afghanistan are over and how best to support the DLA enterprise.

As the military continues to draw down in Afghanistan, what does the future look like for the DLA Joint Reserve Force? Will missions change?

We do expect our missions to change going forward. Currently in Afghanistan, our reserve presence is starting to decline as bases are closed and more contractors have been brought in to complete that mission. That said, we now have large amounts of material here in the continental U.S. that we expect will require significant JRF involvement as we plan for its proper disposal. We also have received requests to provide additional support to DLA Distribution Pearl Harbor, Hawaii, and the DLA Maritime organization in Pearl Harbor, as well as plans for certifying and verifying the demilitarization of vehicles at Red River, Texas. Additional changes for the JRF include budget constraints. Earlier this year, our Air Force reservists were notified their authorized number of annual drills would be cut in half. The Navy reservists received a 20 percent cut in all their billets, and we're still waiting on Army Reserve cuts. We will face some challenges, but will continue to find ways to support the DLA mission.

Is there anything else you'd like to share?

The Joint Reserve Force is an extraordinary capability for DLA. The Army, Navy, Air Force and Marine Corps reserves have been providing and will continue to provide outstanding support to the DLA enterprise and warfighters. I am proud to have the honor of leading this organization, and I look forward to working with our active-duty and civilian leadership on increasing and enhancing support to all that we do within DLA. Thank you for the opportunity to be able to share this gem within DLA. ☮

QUOTABLES

“All the things you’re doing to control costs and save money for the taxpayer and the warfighter are deeply appreciated. ... I’m very proud to be associated with you and what you do.”

— Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall, speaking to DLA employees after presenting DLA the Joint Meritorious Unit Award May 20.

“We’re breaking records with regard to availability. [In repair parts], we’re up above 90 percent for the first time in the [enterprise resource platform] era. Back orders have never been less than they are right now, so we’re doing great. And we’re doing that with about a third less inventory. That’s the big gee-whiz there. We’re not only breaking records in terms of support; we’re doing it a lot more efficiently.”

— Defense Logistics Agency Director Navy Vice Adm. Mark Harnitchek, speaking May 29 at his quarterly Director’s Call.

“We all recognize the tremendous progress that has been made over the last 13 years. And that progress due clearly very much as a direct result of the men and women of the United States armed forces, and how you have helped the Afghan people build their institutions, strengthen those institutions, and put them on a path to be able to defend themselves, govern themselves.”

— Defense Secretary Chuck Hagel at Bagram Air Base, Afghanistan, June 1, discussing the drawdown of U.S. forces in the country over the next two years.

“America’s sons and daughters are out there still today on the frontiers of our common defense. They’re in Afghanistan and on mountains and plains around the world, they’re across the shining seas ... and they’re in the spacious skies.”

— Joint Chiefs Chairman Army Gen. Martin Dempsey, May 26 at a Memorial Day wreath-laying ceremony at Arlington National Cemetery.

“By the end of that longest day, this beach had been fought, lost, refought, and won — a piece of Europe once again liberated and free. Hitler’s Wall was breached, letting loose Patton’s Army to pour into France. Within a week, the world’s bloodiest beach had become the world’s busiest port.”

— President Barack Obama June 6 at the 70th Anniversary of D-Day on Omaha Beach, Normandy, France.

BY THE NUMBERS

480:

Number of customer organizations supported by the DLA Energy Aerospace Energy office.

14:

Sites selected for the Defense Department’s Healthy Base Initiative, including DLA Headquarters at Fort Belvoir, Virginia.

47,000:

Civilian employees supported by the Department of Defense Customers branch of DLA Human Resources Services.

11,000:

Law enforcement agencies registered to receive excess military property through DLA Disposition Services’ Law Enforcement Support Office.

Healthy Base Initiative



Jackie Girard



Story by Amanda Neumann

The Defense Department's Healthy Base Initiative, which marked its one-year anniversary May 15, has made its mark across the Defense Logistics Agency by helping employees maintain a healthy and active lifestyle.

HBI is part of DoD's "Operation Live Well" campaign and President Barack Obama's National Prevention Strategy. The program aims to fight rising statistics on obesity and tobacco use among military service members and civilian employees.

DLA Headquarters on Fort Belvoir, Virginia, was one of 14 sites selected for the HBI pilot program, said Bethany Sweatman, a management analyst in the DLA Installation Support Business Office at Fort Belvoir and one of the HBI team coordinators. DLA Installation Support and DLA Logistics Operations worked together to implement several initiatives to help employees make healthy choices, including a stair-climbing competition, weekly farmers market and a bikeshare program.

"We were primarily looking at active living and healthy eating as our two big emphases," she said. "A lot of that was about providing the right environment to encourage people to engage in those health behaviors by making it convenient for them. By increasing their access to fresh fruits and vegetables and making it available right in front of them, people are more likely to go out and take advantage of it."

In December 2012, DLA Director Navy Vice Adm. Mark Harnitchek authorized up to three hours per week for employees to engage in fitness and wellness activities, an action that coincided perfectly with the launch of the HBI pilot just a few months later, Sweatman said.

"While not an HBI-introduced initiative, the fitness policy fit really well and supported everything that we were doing,"

Weekly farmers markets, like the one at DLA Aviation in Richmond, Virginia, help agency employees like Joseph Newsome, quality assurance specialist, buy fresh fruits and vegetables during their lunch breaks.



Dana Thornbury

Additional fitness equipment and exercise classes have been added across the agency to accommodate the growing demand from Defense Logistics Agency employees participating in the Healthy Base Initiative.

Sweatman said. Sodexo, the contractor that manages the cafeteria, launched its Mindful Nutritional Menu program.

"[It's] a set of nutritional guidelines, and as part of that, we brought a food expert from Cornell University in to look at the overall layout of our cafeteria," she said. "Now some of the first things that you see when you come in are healthier food options, like sushi.

And our 'Go for Green' initiative, a food labeling system, has made it easy for people to quickly identify what items are the healthy options in the cafeteria."

Although the HBI pilot program was centered on DLA Headquarters, the popularity of the its programs quickly spread throughout DLA's field activities, Sweatman said. She said the early

she said. "It brought more people into our fitness center, so we expanded the number of options that people could have to be active or recreational. It's not just about having a dedicated workout time; it's about having an overall active lifestyle."

Other changes were soon implemented in the McNamara Headquarters Complex cafeteria,

success at DLA Headquarters prompted DLA Director Navy Vice Adm. Mark Harnitchek to ask the agency's field activities to look for ways they could mirror that success.

"Having the [field activities] incorporate the HBI programs wasn't something that we originally planned for," she said. "But as we got into it, we kind of got a halo effect that spread out to the other sites as a result, and most of them started echoing the things that we were doing. The importance of having leadership in support of HBI was really one of the key factors in why DLA was included as one of the pilot sites to begin with. Overall, I've seen a lot of cultural changes that indicate that people are starting to think more health consciously, so it's nice to see how it's been embraced in the field."

DLA's field activities used DLA Headquarters' participation in HBI to make healthy living easier for their employees in a variety of ways.

The annual Commanders Cup 10K run/walk is a favorite among employees at DLA Distribution Susquehanna in New Cumberland, Pennsylvania.



Dana Thornbury

DLA Disposition Services Battle Creek, Michigan

At DLA Disposition Services' Battle Creek, Michigan, headquarters, HBI has helped foster a close partnership with the area's downtown community, said Brandon Doherty, chief of Morale, Welfare and Recreation in DLA Installation Support in Battle Creek. It even earned the installation a top nomination in the "Best of Wellness" competition for the county, he said.

"At our facility, we encourage everyone to participate in our weekly farmers walk to our downtown area," he said. "There, they have a farmers market and small events where outside vendors sell things. The walk is almost a mile one-way, and we consistently have a really good turnout. In conjunction, we also do a lot of 'Lunch and Learn' [seminars] on food education and cooking. We learned that [education] had been a barrier for some people, so we try to give them a full-spectrum education. Not only are they able to utilize the farmers market, but then they also have the opportunity to know how to prepare healthy foods."

In the past year, the Battle Creek facility's fitness center saw a 20 percent increase in enrollment, and now almost half of the installation's personnel use the center's recreational activities each month, Doherty said.

"Besides the programs that we do throughout the entire year, like our 'Couch to 5K' program, we also offer a lot of outdoor activities, like snowshoeing and cross-country skiing," he said. "And we're looking at different ways of exercising too. We have an indoor team triathlon as well as a geocaching-type event planned for over the summer. We're also working with all of our new hires to give them personal

In the year since DLA Distribution's Eastern Distribution Center in New Cumberland, Pennsylvania, started modelling HBI for its employees, the installation's fitness enrollment has doubled.

Teodora Mocanu



instruction on the fitness and health opportunities we offer. For us, our primary focus is just getting people engaged."

DLA Distribution

Susquehanna and New Cumberland, Pennsylvania

In the year since DLA Distribution's Eastern Distribution Center in New Cumberland, Pennsylvania, started modelling HBI for its employees, the installation's fitness enrollment has doubled, said Dana Thornbury, MWR marketing manager.

"We went from 3,000 [employees] enrolled monthly in 2012 to approximately 6,000 in 2013," she said. "Because of that, we've added three more fitness programs for this summer in addition to our annual Commander's Cup, which is a very intense summer-long competition. Also, our fitness center has started creating videos to place on our website so teleworkers can establish their own workout programs."

Other HBI-related projects include

DLA Director Navy Vice Adm. Mark Harnitchek and Grace Calayag, an instructor at the McNamara Headquarters Complex Fitness Center, ride bikes available to employees through the HQC's bikeshare program, part of the Healthy Base Initiative.

a monthly health newsletter and a partnership with the installation's Girls and Boys Club of America to incorporate healthy initiatives into its child and youth summer camp activities, Thornbury said.

"I'm excited," she said. "I think that we've only scratched the surface of where this is going to go. I think it's not only going to improve the health and wellness of the workforce, but it's going to help with productivity as well as morale."

As the post restaurant manager in DLA Installation Support, Dave Feltch oversees the center's cafeteria and vending operations. New menus with color-coded labels were among changes that went into effect there in early March, he said.

"Besides redoing and revising our menu, we also annotated the healthy options on our menu," he said. "In addition, we started offering more healthy items, like baked sweet potatoes, baked potatoes, and baked chicken instead of fried chicken. And we gave employees more options to choose from. Employees can now have sandwiches with egg whites

and turkey sausage, and they can also have a flatbread made from 100 percent whole grain wheat."

Wayne DeWolf, recreation specialist and bowling center manager in DLA Installation Support in New Cumberland, spearheaded the launching of the distribution center's farmers market, which runs every Wednesday until the end of October.

"Last fall, we went down to [DLA Headquarters] to look at their market's operation, and we got a lot of good ideas and information for our market, which is our first," he said. "Since we're right on the outskirts of Lancaster, Pennsylvania, we have a lot of farmlands and farms, so we're basically aiming for the organic farmer, someone who produces 70 percent of their product themselves on their premises. Although due to the harsh winter and less-than-expected interest from vendors, Susquehanna is exploring alternative options to offer this service to the employees."

DeWayne has worked for MWR for 26 years and said he feels the new emphasis on healthy living complements the healthy movement that's always been at the core of MWR.

"I've seen many changes over time,

but the HBI is a good idea," he said. "The healthier movement has always been there within MWR; the HBI just helps reinvent it."

DLA Aviation Richmond, Virginia

DLA Aviation added a weekly farmers market and a bikeshare program. Julie Proctor, farmers market marketing manager and Family and MWR marketing assistant at DLA Installation Support at Richmond, said the programs have been well received by employees.

"We've been promoting healthy initiatives for a long time here at Richmond, but with the HBI, we've been able to build upon our events," she said. "Our farmers market is one that the employees look forward to. Last year, we had vendors who would cut samples right there on the spot if people didn't know what the item tasted like. Another had seafood right off the docks. To know that our employees can shop for healthy items on their lunch hour and not take away from their family time is a big plus. I tell my farmers market vendors when I recruit them that this is to build a healthy, happier workforce; this is not for the post to make money."

In Richmond, the HBI program helped expand some of the MWR programs the installation already offered, said Michael Criswell, community recreation officer and chairman of the Richmond HBI committee.

"We've increased some of our fitness classes due to the 25 percent spike in attendance we had at the fitness center," he said. "Now that our pool is open again, we started offering water aerobics two times a week, and we started a free lunchtime swim for military members. In addition, we implemented a 'Pedometer Step to Health' program and created a master map listing all of the trails on the installation for walking, running and biking."

Several upgrades have also been made in the cafeteria, including expanded hours, which helped close the gap between breakfast and lunch, Criswell said.

"Before, we only had eight or nine items included in our salad bar; now there's anywhere from 24 to 32," he said. "Besides offering salad five days a week, we also offer fresh fruit, like strawberries and cantaloupes, daily at both breakfast and lunch. Our veggie pizza, new on the menu, is very popular, and we're working on a build-your-own step-by-step ingredient guide for different types of salads."

In addition, the installation's child development center and the summer camp have expanded their gardening activities with raised garden beds, composting areas and greenhouses. Physical activities have also been expanded.

DLA Troop Support Philadelphia

As the HBI team lead at DLA Troop Support in Philadelphia, Air Force Master Sgt. Tara Thompson is responsible for distributing HBI information to not only the organization's personnel in Philadelphia, but those stationed overseas as well.

"With the military, we have to stay in shape, so last year, I volunteered to be the lead for this," she said. "I want to make

More than 1,000 attendees participated in health and wellness activities, including a basketball tournament, during the 2013 Fitness Day at DLA Land and Maritime in Columbus, Ohio.



Charles Morris

sure we get some things implemented and in place, because this is a huge initiative for the [military] services. We're making good moves to get healthy, get fit, and make sure we cut down or eliminate smoking."

The facility's fitness center was already open every day of the week, and employees can learn everything from cycling to yoga to kickboxing. Thompson started by initiating some internal changes at the facility.

"In our fitness center, we focused on very simple stuff, namely putting information where people can see it," she said. "Not only did the fitness center move their vending machine closer to the door, but they replaced it with a different vending machine, which now has more room for drinks and health bars. Now that it's up front, members can grab something healthy on the way in and out. Plus, I set up a stand at the front of the gym with books all about fitness, nutrition and health."

Thompson has also created a website with healthy lifestyle information specifically for DLA Troop Support personnel.

"Our website gets updated constantly," she said. "All of the information that I send to staff via email, like our health tips, is also placed on the website. Plus it has pamphlets, nutritional information, fitness forms, and even videos that we try to tie into the big three: tobacco cessation, getting healthy and eating right. So far, our feedback has been good, and people enjoy having the information at their fingertips."

DLA Land and Maritime Columbus, Ohio

William Wasil, the community relations officer at DLA Land and Maritime in Columbus, Ohio, stays busy overseeing the facility's 59,000-square-foot fitness center and the installation's outdoor recreation activities.

"We have an indoor running track, a separate indoor volleyball court and our pool, where we offer water aerobics and water Zumba," he said. "It's a great benefit to the employees to have a fitness center that has so much to offer, not only facilitywise, but programwise."

HBI has been a welcome addition

for employees whose work is mostly sedentary, Wasil said.

"Most employees take the elevator to their floor, not the stairs, and they take the shuttle to and from the parking lot," he said. "So the HBI has been a good avenue for us to not only promote the physical side, but the psychological and mental side of wellness too."

To accommodate the installation's 26 percent increase in fitness and wellness participants in the past year, Wasil added several classes and seminars to the schedule.

"Now that the HBI concept is out there, employees are more aware of the importance of being more active," he said. "And they say if you do something for 28 days, you develop a habit. So that has been our challenge, to get people started in a routine. Because once you get a person started, it gets addictive."

With longer operating hours at the fitness center, a bikeshare program, and seminars on topics like smoking cessation and stress management, the ways to encourage people to be more active run the gamut, Wasil said.

"We've been bringing in nutritionists and health specialists to speak to our customers about healthy lifestyles and healthy eating," he said. "We've put out maps to show how far you can walk on your lunch break. We've added truck tires for people to flip, ropes for upper body workouts, and rowing classes for cardiovascular health. And we're working with our cafeteria to develop menu cards so folks can understand what the sodium or caloric value is for the foods that they're eating."

With two sports and wellness parks in the final design stages, opportunities for employees to work out will be plentiful in the near future, Wasil said.

"Having these types of facilities where you can come and exercise will be a great asset to the community," he said. "It will really enhance the programs that we have and the availability of facilities."

Other HBI initiatives in Columbus include online workouts for teleworkers, a "HealthyU" link on the Defense Supply

Dana Thornbury



Competitions allow Defense Logistics Agency employees to compete individually or as teams during Healthy Base Initiative-run events.

Center Columbus Family and MWR website, and an email and text messaging program for employees to receive fitness center alerts and reminders.

With the HBI pilot finished at DLA Headquarters, the "spirit of HBI is not going away," Sweatman said, noting that the HBI team transitioned to a new title, the Headquarters Complex Health and Fitness Council, in June. Lead by DLA Installation Support, the council will work on the continuation of HBI projects. ♣

For more information about the DoD Healthy Base Initiative, visit the website:
<http://www.militaryonesource.mil/hbi>

Logistics Excellence

Story by DLA Public Affairs

Military and civilian Defense Logistics Agency employees can wear a new ribbon or lapel pin after the agency received the Joint Meritorious Unit Award in recognition of its Hurricane Sandy relief efforts while continuously supporting global logistics operations.

The award recognizes DLA's "superior mission capabilities during Hurricane Sandy relief efforts" and simultaneous global contingency operations, despite the closure of transit lines through Pakistan, from Nov. 1, 2011, to Dec. 3, 2012.

Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall presented the award during a ceremony at the McNamara Headquarters Complex May 20.

"Congratulations on the award. It's well-deserved and well-earned," Kendall said.

He praised employees for supporting warfighters around the world and providing lifesaving assistance to victims of Hurricane Sandy in October 2012.

This is the second time DLA has received the award since 2011.

DLA Director Navy Vice Adm. Mark Harnitchek said the award highlighted the agency's ability to come together to do what others might call impossible.

"This award recognizes your astound-

ing logistical support during Hurricane Sandy, when millions of fellow Americans were without food and supplies, and again, during the closure of the Pakistan border that stopped logistics from reaching troops in Afghanistan," he said. "Both of these behemoth logistical efforts required lots of people to function as a team to do what most would consider impossible."

Personnel assigned to the agency for at least 30 days during the award period are eligible to receive and wear the award, Brad Bunn, DLA Human Resources director, wrote in an email to DLA senior leaders May 6. The award consists of service ribbons for military members,

principles is as follows: "We are living in historic times ... doing things we've never done before ... make some history yourself," Bunn wrote. "This JMUA exemplifies that principle, and while the 27,000 members of the DLA workforce continue to make history today, [with this award] we'll be able to celebrate and reflect on their extraordinary accomplishments and contributions. Congratulations to you and your teams."

The award citation, signed by Defense Secretary Chuck Hagel and dated April 29, highlights DLA's 24/7 operations and relief efforts after Hurricane Sandy made landfall in New Jersey Oct.

29, 2012. More than 50 DLA employees mobilized in support of relief efforts to places like the Federal Emergency Management Agency headquarters; Joint Base McGuire-Dix-Lakehurst, New Jersey; and the New York City mayor's office.

In addition, the agency provided more than 6.3 million meals, 72,000 liters of bottled water, 173,000 blankets, 4,000 cots, 19,000 maps, 200 hypothermia prevention kits, six portable X-ray machines and the removal of 75 million pounds of trash and debris. DLA was also a key provider of fuel, dispatching a network of wholesale, retail, civilian and military tankers to provide more than 9 million gallons of



Joint Meritorious Unit Award

lapel pins for civilian employees and a unit streamer for the DLA flag. Ribbons and lapel pins will be issued to current employees, according to the memo.

"One of the Director's guiding

fuel to those affected by the hurricane. DLA also provided generators to support critical infrastructure and water pumps to alleviate flooding.

"The total overwhelming support made a significant impact on the lives of so many of our fellow citizens who were affected and displaced by Hurricane Sandy," the citation reads.

Harnitchek called the award a clear reflection of the efforts he has seen firsthand, and he praised the DLA employees whose efforts led to the honor.

"During the aftermath of Hurricane Sandy, I saw you in action for myself in New York and New Jersey," he said. "I was extremely proud and impressed by DLA personnel who made it look easy to get 6 million meals, water, blankets, medical equipment, fuel, generators and other supplies to an area completely devastated and in desperate need. In addition, our troops in combat were dependent on the expeditious manner and expertise you showed when the border closed in Pakistan. Your work was bar none. Our troops got what they needed through your ingenuity, and you never missed a beat."

While supporting Hurricane Sandy relief efforts, DLA continued its logistics support to contingency operations around the world, the citation states. During the award period, the agency provided more than \$51 million in food and more than \$103 million in fuel to deployed military units while processing more than 780,000 pounds of scrap material for removal by contract vendors.

The citation also makes note of DLA's "exceptional support" to U.S. forces in Afghanistan despite the closure of the Pakistan ground line in November 2011. The closing of this key supply route required DLA personnel to work closely with vendors and military partners to increase subsistence and fuel flow on the Northern Distribution Network, including flying subsistence items from Riga, Latvia.



Hurricane Sandy Relief Efforts

The flights not only allowed DLA to keep fuel and subsistence readily available, but they also provided the opportunity to transport retrograde material out of Afghanistan via return flights to Riga.

Another effort that helped mitigate the effects of the ground line's closure was the expansion of efforts to source supplies from Central Asian states. DLA purchased more than \$1 billion of critical goods and services from Central Asian states in 2012, helping to boost local economies while ensuring ready access to supplies.

"DLA continues to meet the challenges of persistent conflict and global humanitarian efforts," the citation reads. "World-class logistics support professionals, dynamic processes and

advanced technologies enable DLA to anticipate and meet full spectrum requirements. Without question, the overriding reason for the agency's continued success is the skill, dedication and commitment of the men and women who break down organizational barriers and work together to develop innovative solutions."

Authorized by the secretary of defense on June 10, 1981, the JMUA is awarded to joint activities for meritorious achievement or service for actions in combat, a declared national emergency or extraordinary circumstances that involve national interest, according to Dod Manual 1348.33, Manual of Military Decorations and Awards. ☈



I AM

DLA

My Name is:

Bethany Sweatman

I am:

I am a management analyst for DLA Installation Support at Fort Belvoir, Virginia.

Describe your job in a sentence.

I serve as the training and travel coordinator for DLA Installation Support employees at Fort Belvoir and manage the Healthy Base Initiative programs at the McNamara Headquarters Complex.

How long have you worked for DLA?

I have worked at DLA for two and a half years in my current position. Prior to that, I spent two years working in the McNamara HQC Fitness Center.

What are your favorite things about working for DLA?

Having the opportunity to work for an agency that truly values the health and wellbeing of its employees. It's great that DLA leaders understand that a healthy and happy workforce benefits both the individual and the agency.

What is your best memory of working for DLA?

The opening day of the farmers market at DLA Headquarters, May 29, 2013. I never expected quite so many people to show up for the start of the market. Seeing the long lines of people excited to have fresh produce available to them at their worksite was really an exciting moment.

How do you make a difference to warfighters?

Through the Healthy Base Initiative, I have had the opportunity to directly and positively impact the well-being of DLA employees in some very tangible ways. If I can work toward keeping the folks here healthy and happy, then they can perform their jobs to the fullest capacity, which is really what DLA Installation Support is all about.

Bethany Sweatman

